



Institute of Policy Analysis
and Research - Rwanda

IPAR – RWANDA PROFILE

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**IMPROVING POLICY,
IMPACTING CHANGE**

”

2022

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WHO WE ARE

The Institute of Policy Analysis and Research (IPAR-Rwanda) is the leading Independent, Not-for-Profit Research and Policy Analysis Think Tank in Rwanda.

Historical Background

IPAR-Rwanda became fully functional in 2008 with the support from the African Capacity Building Foundation (ACBF), Canada's International Development Research Centre (IDRC) and an initial start-up support from the Government of Rwanda.

Vision

To become an Independent, internationally recognized Centre of Excellence on Policy Analysis and Research in Rwanda.

Mission

To enhance evidence-based Policy-making and Promoting a Culture of Dialogue and Debate on Policy issues through conducting timely, relevant, high quality Research and Public Policy Analysis to improve Policy and impact change in Rwanda.

Strategic Objectives

IPAR-Rwanda's main strategic objectives are to:

- Conduct relevant, timely, and high quality Research and Public Policy Analysis to provide evidence-based policy making in Rwanda;
- Promote a Culture of Dialogue and Debate on Public Policy issues to influence Policy and impact change;
- Build capacity to effectively undertake the tasks of public policy analysis and research in Rwanda;

- Extend and deepen partnerships that will allow IPAR-Rwanda to achieve its mandate
- Mobilize financial resources to support and sustain IPAR-Rwanda's strategic objectives to fully fulfill its mandate.

Values

IPAR-Rwanda's values are:

- Excellence
- Integrity and honesty
- Professionalism
- Innovation and creativity
- Teamwork

Governance

IPAR-Rwanda is governed by a General Assembly and a Board of Directors.

i. General Assembly

The General Assembly is the supreme decision-making body of the institute. It approves the statutes and overall policy direction of the Institute.

ii. Board of Directors

The Board of Directors oversees the implementation of the programs and activities of the institute, and monitors the utilization of resources. Its members represent a diversity of interests, including the Government, Civil Society, Academia, and Private Sector.

iii. Management

The Management is composed of three members as follows:

- Executive Director
- Director of Research
- Finance and Administration Manager



WHAT WE DO

IPAR-Rwanda has three core activities:

- Policy Analysis and Research
- Public Policy Dialogue and Debate
- Capacity Building in Research and Policy Analysis

Policy Analysis And Research

The Institute conducts research and analysis on public policies with the goal to inform proper policy formulation and implementation.

Research Themes

IPAR's research focuses on five major thematic areas, which include:

- Economic Growth & Transformation
- Environment and Natural resources
- Agriculture and Rural Development
- Social Development
- Governance

Quality Assurance

IPAR-Rwanda is committed to providing quality research, policy analysis and consultancy services that serve the purpose of the partner and considers various systems at play to create rich feedback opportunities for effectiveness and continued improvement. Internal and external peer-review committees constantly ensure that all research work undertaken is of quality, relevant and of required standard. IPAR-Rwanda researchers publish their research work in recognized national, regional and international peer reviewed research journals.

Ethical Considerations

The IPAR-Rwanda research follows international best practice principles and is subject to scrutiny by the IPAR-Rwanda Research Governance and Ethics Committee. IPAR-Rwanda research is underpinned by a commitment to integrity, honesty and competence. All informants are asked to give informed consent to their participation in the research. IPAR-Rwanda ensures high confidentiality of the respondents and their details don't appear in the report. For national quantitative surveys, IPAR-Rwanda engages the National Institute of Statistics of Rwanda (NISR) for a visa. Furthermore, NISR ensures quality assurance by checking the methodology and the tools and offer feedback when necessary. Research on health related issues, IPAR-Rwanda first seeks approval from the Ministry of Health ethical committee - Rwanda National Ethics Committee(RNEC). This helps to ensure the study being undertaken meets all regulations. IPAR Rwanda also seeks research visa from Rwanda Governance Board(RGB) on Governance related research and National Council for Science and Technology(NCST) related science and technology research.

Staffing in Research Unit

The research department is composed of Director of Research, Senior Research Fellows, Research Fellows and Research Assistants. The Institute also engages highly experienced Research Associates at national and international level. The Institute employs full-time researchers with Ph. D, Master's degree and Bachelor's degree in different fields of specialization.

PUBLIC POLICY DIALOGUE AND DEBATE

IPAR-Rwanda organizes public policy dialogues and debates in which different stakeholders discuss issues of public concern and come up with recommendations. The institute organizes the annual research conference through which new evidence on policies is presented to the distinguished

stakeholders including high-level government officials such as Ministers, Permanent Secretaries and Director Generals. The conference also attracts development partners, civil society, academia and research and media. IPAR-Rwanda also organizes workshops, focus group discussions and seminars all aimed at disseminating research evidence and collect feedback from the stakeholders.

CAPACITY BUILDING IN RESEARCH AND POLICY ANALYSIS

Capacity building and knowledge transfer is very important in public policy analysis and research. Due to the limited number of researchers in Rwanda, IPAR-Rwanda recruits and trains fresh university graduates who begin as research assistants and progress to become research fellows and senior research fellows. The Institute also provides internship opportunities to young graduates from inside and outside Rwanda. In partnership with the University of Aberdeen and University of Rwanda College of Education, we have trained trainers of trainers in adult literacies. IPAR-Rwanda is also the founding member of the Economic Policy Research Network(EPRN-Rwanda) which is a network of young and potential future economic researchers in Rwanda.



PROFESSIONAL COMPETENCE

IPAR-Rwanda has built a name for itself as the leading independent research and policy analysis in Rwanda. Its competence lies in the follows areas:

- Experienced and Highly Motivated Management and Committed Staff to drive the Institutional Agenda;
- Talented, highly trained and qualified research team (researchers with Ph.D., Master's Degree and Bachelor's Degrees in different fields of specialization);
- Efficient finance and procurement unit for effective management of funds;
- Strong M&E capabilities;
- Experience in organizing dissemination events, workshops and conferences;
- Access to the global, regional and local networks of knowledge producers;
- Use of advanced technology equipment in data collection and analysis;
- Strong understanding of national policy landscape;
- Experienced team of enumerators and research assistants



PARTNERSHIPS

IPAR-Rwanda has established strong partnerships and collaboration with different local and international organizations, think-tanks and universities. Some of the organizations that have existing partnership and collaboration with IPAR Rwanda include Canada's International Development Research Center(IDRC), African Capacity Building Foundation(ACBF), GIZ-German development agency, Friedrich-Ebert-Stiftung(FES), United Nations Population Fund(UNFPA) in Rwanda and many others. The Institute also partners with likeminded think-tanks across Africa including the African Center for Economic Transformation(ACET) in Ghana, the Wilson Center in the U.S, Kenya Institute for Public Policy Research and Analysis(KIPRA), Partnership for Social and Governance Research(PASGR), African Economic Research Consortium(AERC) and Partnership for Economic Policy(PEP) in Kenya; Research on Poverty Alleviation Programme Limited (REPOA) and Economic and Social Research Foundation(ESRF) in Tanzania as well as Agency for Cooperation in Research and Development (ACORD Uganda). IPAR Rwanda is also a member of the Southern Voice.

The Institute also partners with local and foreign universities in the quest to broaden knowledge sharing in many fields. In the United States of America, IPAR-Rwanda has partnerships with the University of Massachusetts Boston(UMASS) and University of Michigan. In the United Kingdom, IPAR-Rwanda has a strong partnership with the University of Aberdeen which is based in Scotland. In Rwanda, IPAR-Rwanda partners with the University of Rwanda.



IPAR-RWANDA'S COMPLETED AND ONGOING STUDIES

IPAR-Rwanda has vast experience and competence required in carrying out small to large research and evaluation studies. Over the past 14 years, IPAR-Rwanda has conducted various studies which have influenced policy and practice. Some of the accomplished research projects include:

- **EVALUATION OF VISION 2020 AND NATIONAL STRATEGY FOR TRANSFORMATION(NST1)-2022.**

IPAR-Rwanda was engaged by the Ministry of Finance and Economic Planning(MINECOFIN) to conduct midterm evaluation of the National Strategy for Transformation(NST1) and Evaluation of Vision 2020. The assignment was completed in early 2022.

- **MID-TERM EVALUATION OF MADE IN RWANDA POLICY, 2022.**

This evaluation was commissioned by MINECOFIN and GIZ-Rwanda Country Office to examine the progress of the implementation of the policy and related strategies in place against set targets. The evaluation assessed the progress of the five outcomes and 14 outputs set out in the Made in Rwanda Policy.

- **EVALUATION OF THE IMPACT OF HOLISTIC PARTICIPATORY PROGRAMS ON REDUCING AND REDISTRIBUTING UNPAID CARE WORK AMONG WOMEN IN RWANDA.**

This is an ongoing project implemented in partnership with Réseau des Femmes Ouvrant pour le Développement Rural, a non-governmental organization in Rwanda, with

funding from the International Development Research Center (IDRC). The project is part of the three-year Growth and Economic Opportunities for Women (GrOW) Project East Africa program funded by IDRC. The key objective of the GrOW East Africa program is to contribute towards a positive change in improving the lives of marginalized women and girls in East Africa.

- **CORRUPTION IN DECENTRALIZED ENTITIES IN RWANDA.**

This study was commissioned by the Office of the Ombudsman with four objectives: (i) Provision of basic data on the status of corruption in decentralized entities and propose strategies to eradicate it; (ii) Identification of the predominant types of corruption in decentralized entities and the sectors of activities that are riskiest to corruption; and (iii) demonstration of possible causes of corruption in decentralized entities; as well as to (iv) propose sectorial strategies to curb corruption in the decentralized entities.

- **PROVIDING TIMELY EVIDENCE TO FACILITATE THE SOCIO-ECONOMIC RECOVERY FROM THE COVID-19 PANDEMIC IN RWANDA.**

This is an ongoing project funded by IDRC with the aim of facilitating evidence based decision making for the Government of Rwanda to provide appropriate socio-economic responses to the Covid-19 outbreak. In its third year, the project provides up-to-date and relevant information to policy makers on the impact of Covid-19 on businesses and vulnerable households and generates and proposes policy solutions to the challenges faced by businesses and vulnerable households.

- **AFFORDABILITY AND WILLINGNESS TO PAY FOR RURAL WATER IN RWANDA.**

Commissioned by Rwanda Utilities Regulatory Authority (RURA) and UNICEF Rwanda, this study aimed at determining demand and the willingness of the rural communities in Rwanda to pay for safe and clean water. It is expected that the results from this research will inform the design of a new rural water tariff in Rwanda.

- **EVALUATION OF IRRIGATION SCHEMES IN RWANDA.**

Funded by GIZ in collaboration with MINECOFIN, the evaluation covered 25 irrigation schemes in different districts. The aim was to provide facts and evidence on the performance of irrigation schemes managed by the Ministry of Agriculture and Animal Resources (MINAGRI) and come up with policy recommendations to improve irrigation schemes in the country.

- **DETERMINANTS OF HOUSEHOLDS' SAVING IN RWANDA, 2021.**

IPAR-Rwanda completed a study on the determinants of households' saving in Rwanda. The objective was to identify the factors driving households' saving in the country. The findings of the study will help to explain households' saving behavior, something that will inform decision and policy makers on the appropriate policies to boost national savings.

- **YOUTH EMPLOYMENT, EDUCATION AND SKILLS (YEES) IN RWANDA, 2022.**

IPAR-Rwanda completed a study on Youth Employment, Education and Skills (YEES) in Rwanda. The study was commissioned by the African Center for Economic Transformation (ACET) with the aim to obtain a clearer understanding of the youth (demographic), employment, education/skills challenges in the selected countries and to learn about each country's initiatives to boost decent work in light of the rapidly evolving nature of work; and share these experiences among countries to promote and enhance policy reforms and uptake through national and multi-country platforms for knowledge sharing.

- **EVALUATION OF INLAND LAKES INTEGRATED DEVELOPMENT PROJECT (PAIGELAC), 2020.**

IPAR-Rwanda completed the evaluation of Inland Lakes Integrated Development Project (PAIGELAC) which was commissioned by MINECOFIN. The main objective of the evaluation was to assess the impact of the project 6 years after its completion, identify key challenges encountered and provide recommendations to the commissioning authority to address some of the challenges identified.

- **STRENGTHENING THE URBANIZATION OF SECONDARY CITIES IN RWANDA, 2020.**

IPAR-Rwanda completed a research project on “*Strengthening the Urbanization of Secondary Cities in Rwanda*” which was conducted in three out of six districts designated as secondary cities. Conducted in Muhanga, Nyagatare and Rubavu Districts, the research analyzed the current socio-economic status and the preferences of a set of representative households from the different sectors in the three districts, the current characteristics and the expectations of a set of businesses, and the views of key informants, citizens and business people on the future drivers of development of the three districts.

- **UNDERSTANDING POVERTY TRENDS AND POVERTY DYNAMICS IN RWANDA.**

IPAR-Rwanda and the Chronic Poverty Advisory Network (CPAN) completed a study on poverty dynamics in Rwanda which combines an analysis of a two wave panel data set and a set of 80 life history interviews. The study aimed to explain the slowdown in the rate of poverty reduction in Rwanda, in a context of continued growth, reduced inequality, peace and stability

- **FOSTERING A SOCIAL PRACTICE APPROACH TO ADULT LITERACIES FOR IMPROVING PEOPLE’S QUALITY OF LIFE IN WESTERN RWANDA.**

In collaboration with the University of Aberdeen and the University of Rwanda, IPAR-Rwanda completed a baseline study on “*Fostering a Social Practice Approach to Adult Literacies for Improving People’s Quality of Life in Western Rwanda*”. The objective of the study was to understand the level and perception of adult literacy in the Western Province of Rwanda where IPAR-Rwanda, University of Aberdeen and University of Rwanda are implementing a project on “Social Practice Approach to Adult Literacies” in which adults are equipped with literacy skills. The three-year project is in its second year.

- **ECONOMIC AND DEMOGRAPHIC STUDY FOR THE SIX SECONDARY CITIES IN RWANDA, 2019.**

IPAR-Rwanda in collaboration with Surbana Jurong Consultants completed economic and demographic studies to inform optimum and adequate urban planning

in the six secondary cities in Rwanda. The project involved conducting socio-economic analysis, positioning and projections for the Master Plan of each of the secondary cities namely Musanze, Muhanga, Rubavu, Nyagatare, Rusizi and Huye. The study aimed at identifying key social and economic issues for each city, assess long term economic and demographic growth expected in each city, population growth projections over a period of 30 to 50 years and assess broad land requirements for each of the cities.

- **IMPACT OF ELECTRICITY AND WATER TARIFF INCREASE ON THE RWANDAN ECONOMY, 2021.**

This study was commissioned by the Private Sector Federation and GIZ Rwanda to understand the impact of electricity and water tariffs increase on the Rwandan economy.

- **EVALUATION OF THE SEVEN-YEAR GOVERNMENT PROGRAM (7YGP 2010-2017).**

IPAR-Rwanda was commissioned by the Office of the Prime Minister of the Republic of Rwanda to conduct independent evaluation of the 7YGP 2010-2017 which was built on three major pillars, namely: Good Governance and Justice; Economic Development; and Social Welfare. The evaluation exercise was completed and the final report was submitted to the Office of the Prime Minister in August 2017.

- **EVALUATION OF THE RWANDAN CENTRAL AND LOCAL GOVERNMENT PERFORMANCE CONTRACTS.**

IPAR-Rwanda has been commissioned by the office of the Prime Minister of the Republic of Rwanda to conduct an independent evaluation of the Annual Rwandan Central and Local Government Performance Contracts also known as the *Imihigo* since 2013. This has enabled IPAR-Rwanda to evaluate Imihigo for the fiscal years 2013/2014; 2014/2015; 2015/2016 and the recently 2016/2017 and 2017/2018.

- **PUBLIC EXPENDITURE TRACKING SURVEYS(PETS), 2019.**

IPAR-Rwanda collaborated with MINECOFIN to evaluate Public Expenditure covering Agriculture, Environment and Nutrition at the local government level. The surveys sought to track the flow of public funds from the central government to the local administrative entities in the three areas.

- **SOCIO-ECONOMIC STUDIES FOR KIGALI CITY MASTERPLAN UPDATE, 2019.**

IPAR-Rwanda provided socio-economic data and analysis which informed the development of the socio-economic projections for the update of the Kigali City master plan (Kigali Master Plan 2050). The objective of the research was to generate projections of population growth, employment creation and economic growth projections of different economic activities in Kigali. Areas covered include Social-Economic development, Housing development and Commercial Real Estate development. The projections will inform the land use planning for the City of Kigali over the next 30 years (2050).

- **RESEARCH ON STRENGTHENING RWANDAN ADMINISTRATIVE JUSTICE, 2019.**

IPAR-Rwanda in collaboration with the University of Massachusetts Boston(UMass) completed a research project on “Strengthening Rwandan Administrative Justice (SRAJ).” To understand how administrative justice is administered in Rwanda and the perceptions of the people, researchers studied three areas, which include; Land expropriation, Public and Private Labor and Public Procurement.

- **ECONOMIC AND DEMOGRAPHIC STUDY FOR THE SIX SECONDARY CITIES IN RWANDA, 2019.**

IPAR-Rwanda conducted economic and demographic study to inform optimum and adequate urban planning in the six secondary cities in Rwanda. The work involved conducting socio-economic analysis, positioning and projections for the Master Plan of each of the secondary cities namely

Musanze, Muhanga, Rubavu, Nyagatare, Rusizi and Huye. The study aimed at identifying key social and economic issues for each city, assess long term economic and demographic growth expected in each city, population growth projections over a period of 30 to 50 years and assess broad land requirements for each of the cities.

- **UNDERTAKING AND SUPPORTING SUSTAINED PATHWAYS OUT OF EXTREME POVERTY AND DEPRIVATION.**

IPAR-Rwanda in partnership with the Chronic Poverty Advisory Network (CPAN) at Overseas Development Institute (ODI) carried out a study on “Understanding and supporting sustained pathways out of extreme poverty and deprivation”, The aim of this project is to increase understanding of the factors associated with sustained escapes from poverty, how policies and programmes can support these escapes and the political and institutional pre-conditions under which these policies can successfully be initiated.

- **PRODUCTION OF CASE STUDIES ON SCIENCE, TECHNOLOGY AND INNOVATION IN RWANDA**
- **END-OF-LINE EVALUATION OF THE UNFPA RWANDA 6TH COUNTRY PROGRAM**
- **ANALYSIS OF THREE RWANDA STRATEGIC AGRICULTURAL POLICIES AND PROGRAMMES (VISION 2020, EDPRS, PSTA) WITH A CRITICAL GENDER-INFORMED REVIEW OF THEIR IMPLEMENTATION AND FINANCING**
- **GENDER ANALYSIS ON SUSTAINABLE LIVELIHOODS AND PARTICIPATORY GOVERNANCE IN 2015.**
- **THE MDG 2010 COUNTRY UPDATE REPORT**
- **INFORMATION FLOWS IN DECISION MAKING: THE CASE OF GIRINKA AND VUP**
- **SCOPING STUDY ON HEALTH-SECTOR RELATED SUSTAINABLE DEVELOPMENT GOALS(SDGS)**

**Want to keep up-to-date with
IPAR's work?**

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